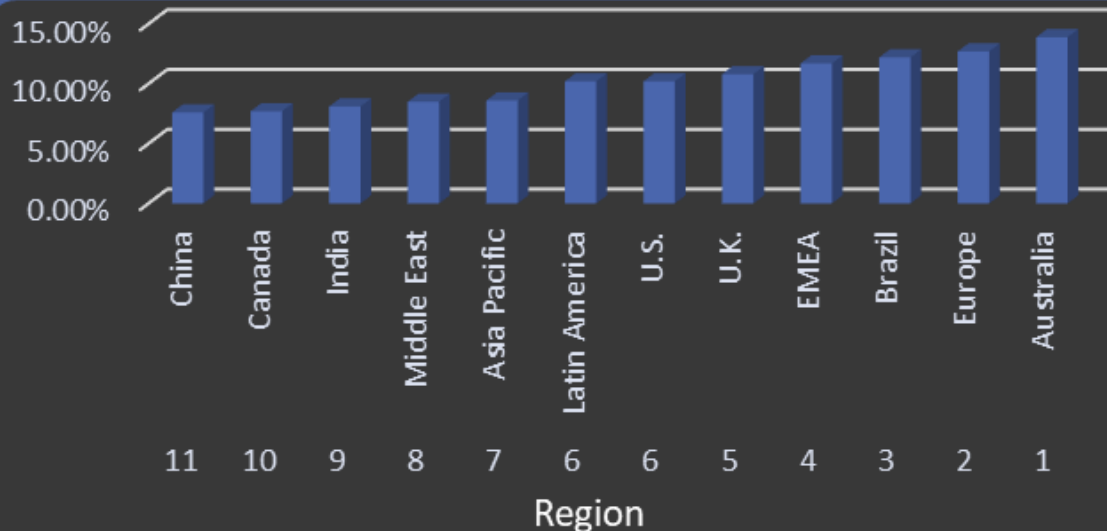


Stakeholder engagement: a key to project success

David Longstaff





Wasted Costs

Due to Poor Project Performance

10.8% UK ▲

9.9% Global ▼



Project Management Institute
Pulse of the Profession® Survey

£1.6tn/yr

£800,000 every 20 seconds

Wasted globally because of poor PM practices



25m

Additional project management professionals required globally

(APM - Golden Thread - 2024)

65%

Of all Project Fail

▲ 50%
Over Budget

▲ 74%
Late

▲ 52%
Scope Creep

Project Success Contribution



The most critical processes to project success

PMI 2023 Survey from 3,500 PM professionals

POWER SKILLS

Interpersonal skills
Soft skills

Communication
Accountability
Relationship building
Empathy



72% ↑

Projects met business goals

High Priority On
Power Skills

PMI 2023 Survey from 3,500 PM professionals



65% ↓

Projects met business goals

Low Priority On
Power Skills

PMI 2023 Survey from 3,500 PM professionals

Why is it important?

Stakeholders are an integral part of almost every part of project management:

Life cycles	Benefits management	Solutions development
Governance	Stakeholder/communication	Quality management
Sustainability	Conflict	Integrated planning
Business case	Leadership	Schedule management
Procurement	Team management	Resource management
Reviews	Diversity & inclusion	Budget & cost control
Assurance	Ethics, compliance & professionalism	Risk & Issue management
Transition management	Requirements management	Change control

APM PMQ Syllabus

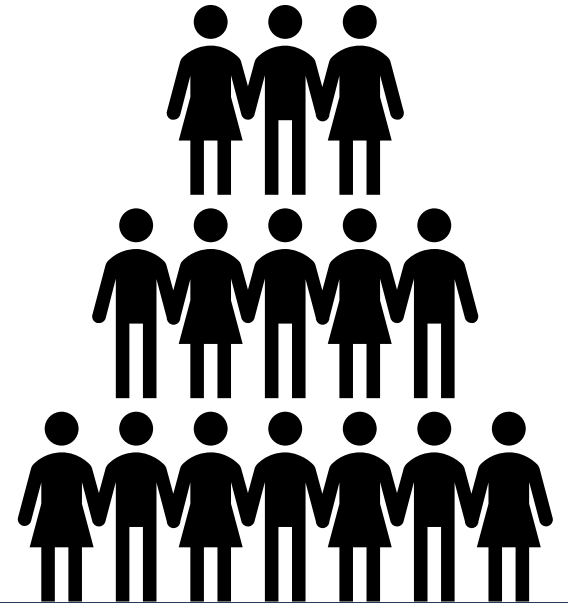
Agenda



Source: [10 Principles Of Stakeholder Engagement | APM](#)

Identification, analysis & strategy

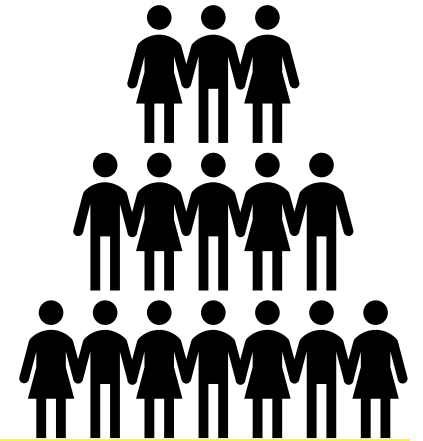
Stakeholder: individuals or groups who have an interest or role in the project, programme or portfolio, or are impacted by it.



Identification

Get help from key people (e.g. Project Sponsor, Team members, etc.)

- Brainstorm
- Interviews
- Workshops
- Lessons Learned

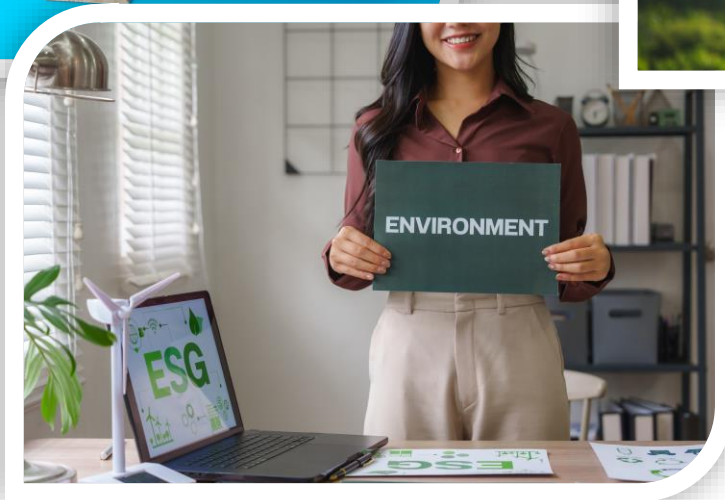
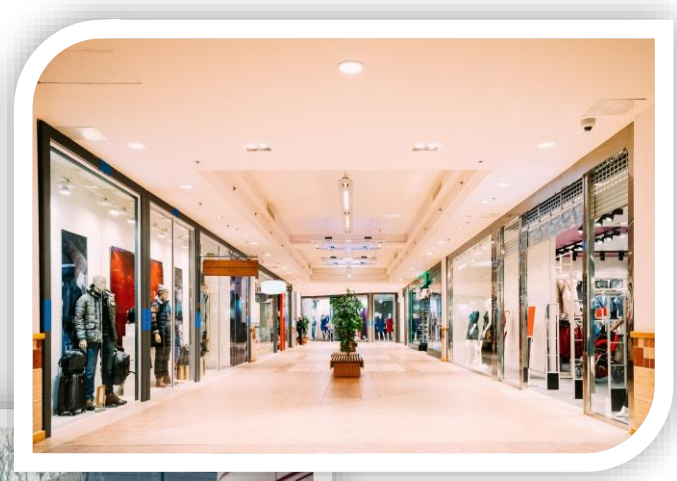


Consider a current or recent project.

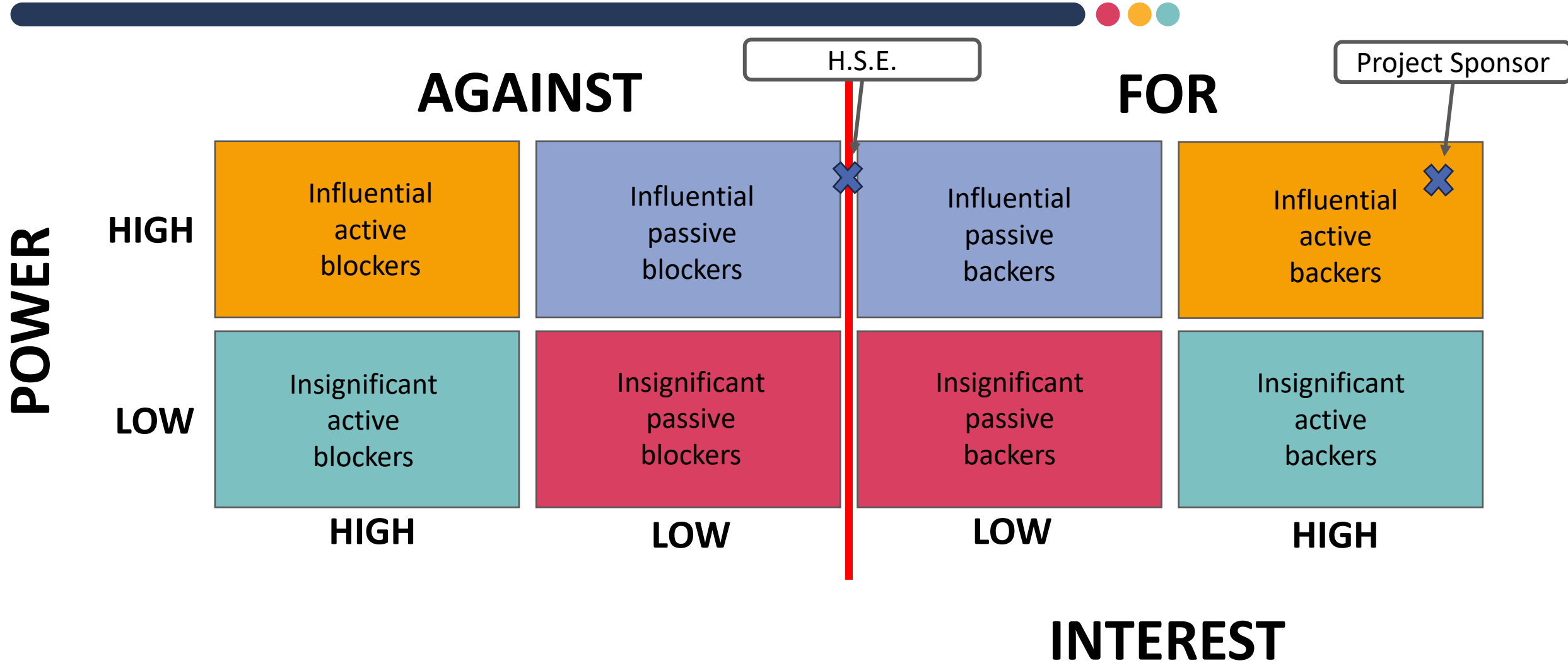
(or a “construction project in a major town”)

Identify as many stakeholder individuals/groups/organisations.

What is their interest and relationship to the project?



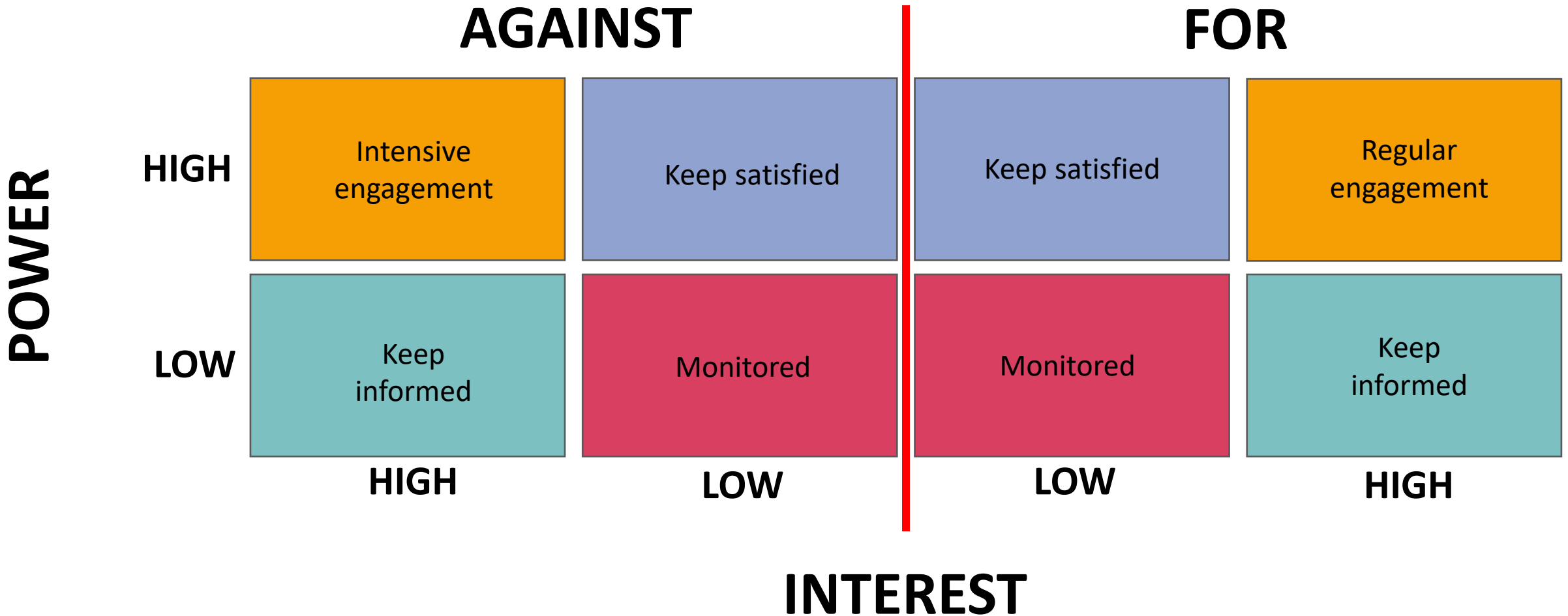
Analysis



EXERCISE: Map the stakeholders for your project

Communicate

Engagement strategy



EXERCISE: How would this translate to practical actions?

Consult,
early & often

Consult, early & often

A project, particularly in the early stages, may be unclear to its stakeholders for example, in terms of purpose, scope, risks and approach.

Early, then regular consultation is essential to ensure that requirements are agreed and a delivery solution is negotiated that is acceptable to the majority of stakeholders.



How?

- Pick the right person to lead the consultation and choose a suitable time and place.
- Avoid starting the process by email unless you already have a relationship.
- Involve the whole project team with the right guidance.
- Ask your sponsor to help you reach political or senior stakeholders.

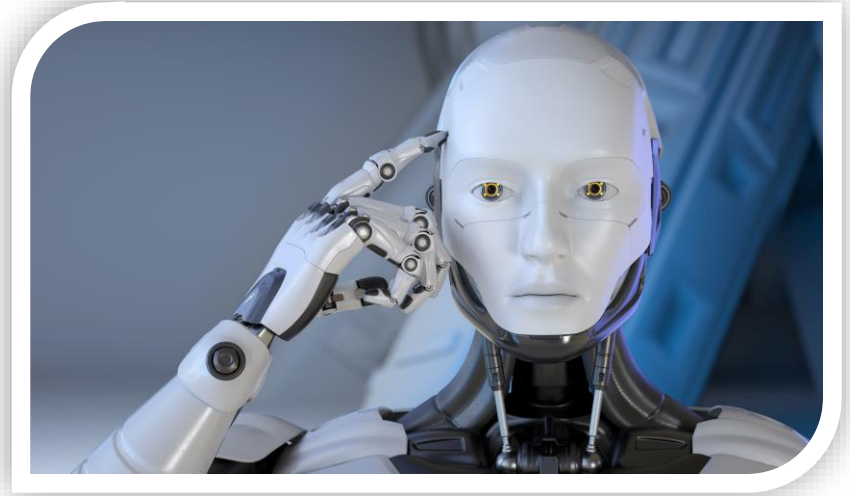
EXERCISE: Identify team members who might be involved

Remember, they're
only human

Remember, they're only human

Accept that humans do not always behave in a rational, reasonable, consistent or predictable way and operate with an awareness of human feelings and potential personal agendas.

By understanding the root cause of stakeholder behaviour, you can assess if there is a better way to work together to maintain a productive relationship.



How might I do it?

- Keep communication open so stakeholders feel safe to raise concerns, including senior ones.
- Watch for changes in behaviour that might signal new issues.
- Meet people one-to-one to understand their views and where pressure points sit.
- Map stakeholder attitudes across the project phases to shape your engagement approach.
- Show you've heard them and explain how their input fits as you develop your action plan.

Plan it!

Plan it!

A more conscientious and measured approach to stakeholder engagement is essential and therefore encouraged.

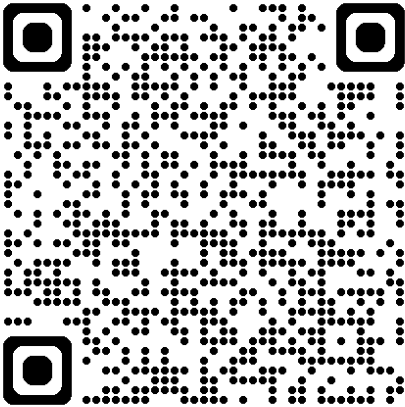
Investment in careful planning before engaging stakeholders can bring significant benefits.



How might I do it?

- Keep an updated heat map.
- Build a plan to improve their support by explaining the project, addressing concerns, responding to changing views, and resolving differences between groups.
- Assign actions to the team, engage stakeholders, record feedback, and review progress together.

Case studies



[10 Principles Of Stakeholder Engagement | APM](#)

Relationships
are key

Relationships are key

Developing relationships results in increased trust. And where there is trust, people work together more easily and effectively.

Investing effort in identifying and building stakeholder relationships can increase confidence across the project environment, minimise uncertainty, and speed problem solving and decision-making.



How might I do it?

- Understand the stakeholder hierarchy and create clear profiles for individuals and groups.
- Map relationships and plan who should engage with whom and at what point.
- Act professionally and authentically to build trust by meeting expectations and keeping commitments.
- Focus on how you can support stakeholders as well as how they support the project.

QUESTION: What's your advice for building relationships?

Simple,
but not easy

Simple, but not easy

Over and above conventional planning, using foresight to anticipate hazards, and taking simple and timely actions with stakeholders can significantly improve project delivery.

Although this principle is self-evident, in practice is still only rarely done very well.

How might I do it?

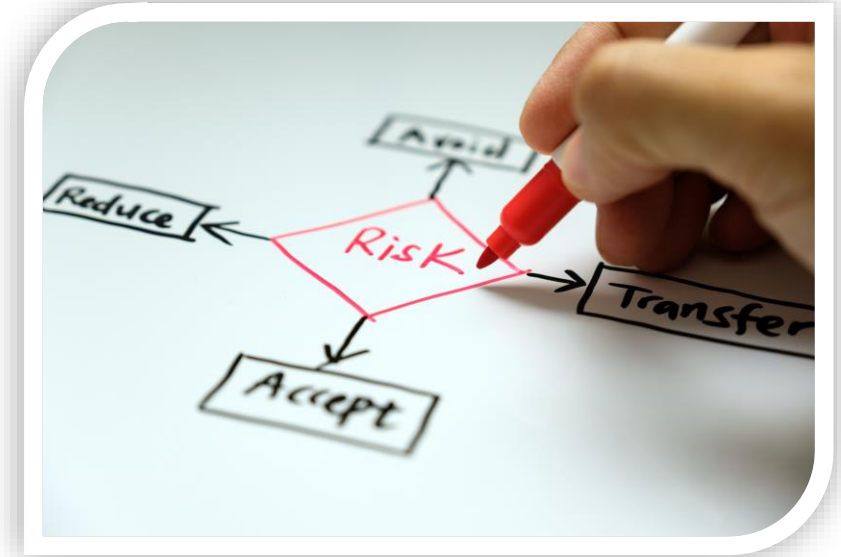
- Listen to stakeholders and plan ahead using scenarios.
- Enable the team to act quickly when needed.
- Monitor forecasts and shifts to anticipate risks.
- Lead authentically and understand your own leadership style.



Just part of
managing risk

Just part of managing risk

Stakeholders are important influential resources and should be treated as potential *sources* of risk, threats and opportunities within the project.



How might I do it?

- Hold formal and informal meetings to capture stakeholder perspectives.
- Document views as risks to integrate into the Risk Plan, PBS, WBS, and organisational charts.

Compromise

Compromise

The initial step is to establish the most acceptable baseline across a set of stakeholders' diverging expectations and priorities.

Assess the relative importance of all stakeholders to establish a weighted hierarchy against the project requirements and agreed by the project sponsor.



How might I do it?

- Capture each stakeholder's objectives to see where interests overlap and where agendas clash.
- This makes it easier to spot who may need to compromise.
- Dig into what each stakeholder **really** needs so you can shape workable compromises.

EXERCISE: What compromises could be made to provide a workable solution?

Understand
what success is

Understand what success is

Project success means different things to different people.

You need to establish what your stakeholder community perceives success to be for them in the context of project delivery.



How might I do it?

- Assess the project's value to each stakeholder and agree on measurable, success criteria.
- Clarify expectations and, if needed, align individual views with overall project goals.
- Show stakeholders the big picture and how their input affects the project.

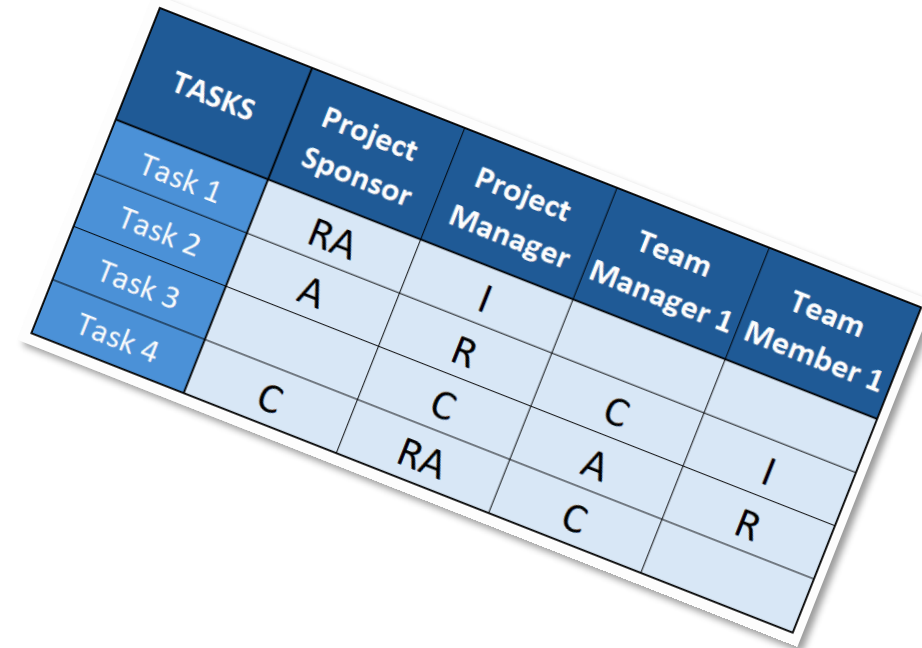
Take responsibility

Take responsibility

Stakeholder engagement is not the job of one member of the project team.

It's the responsibility of everyone to understand their role and to follow the right approach to communication and engagement.

Good project governance requires providing clarity about stakeholder engagement roles and responsibilities and what is expected of people involved in the project.



TASKS	Project Sponsor	Project Manager	Team Manager 1	Team Member 1
Task 1	RA	I		
Task 2	A	R		
Task 3		C	C	
Task 4	C	RA	A	I
			C	R

How?

- Create a RACI matrix to clarify roles in stakeholder engagement.
- Define expected behaviours and follow-up processes for the team.
- Equip team members with the necessary engagement skills and tools.

Next steps!

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info@knowledgetrain.co.uk



info@agilekrc.com



+44 (0)207 148 5985



+44 (0)20 7039 3679



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20 Old Bailey, London, EC4M 7AN, England, United Kingdom



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